



Rethinking Construction: 2002

Achievements • Next steps • Getting involved



clients, industry and government working together to improve UK construction

Our vision

*is for the whole UK construction industry to create self-sustaining
continous improvement
leading to **world** class performance
and better profitability*

Rethinking Construction: 2002

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June 2002

ABA Property & Construction
 ABB Steward
 Abbey Civil Engineering
 Abbey Holford Rowe Architects
 Acanthus, Lawrence & Wrightson
 Accord
 Accord Jarvis
 ACIS Group
 ACL Structures
 ACO Technologies
 Acoustic Design Technology
 Actaris
 Acton Housing Association
 Adams Kara Taylor
 Ainsworth Spark Associates
 Airedale Glass and Glazing
 Airways Housing Society
 Aldwyck Housing Association
 Alfred McAlpine Special Projects
 Alfred McAlpine Civil Engineering
 Allen Pyke Associates
 Allford Hall Monaghan & Morris Architects
 Allott & Lomax
 Altonwood
 AMC Partnersip
 AMEC Civil Engineering
 AMEC M&E Services
 AMEC Project Investments
 AMEC Services
 Amey Property Services
 Amicus Group (Swale Housing Association)
 Anchor Housing Trust
 Anchor Trust
 Anderson Bell Christie
 Andrew Porter
 Andrew Sherlock & Partners
 Andritz
 Anglia Housing Association
 Anglian Water Engineering
 Anglian Water Services
 Angus Council
 Anthony Hunt Assoc
 Approved Design Consultancy
 Aragon Housing Association
 Arcadia Aluminium
 Arcadia Group
 Archer Boxer Partners
 Architectural Association
 Architon Group Practice
 Arena Housing Association
 Argent Development Consortium
 Argent Estates
 Artex-Blue Hawk
 Arup
 Arup Acoustics
 ASH Consulting Group
 Association of Consultant Architects

Introduction from the chair

It is quite incredible to see how much progress we have already made in implementing the recommendations for radical change set out in Sir John Egan's "Rethinking Construction" report. The scale and results of our current work programmes are truly impressive.



At the core of this programme are some 400 Demonstration Projects valued at £5.6bn, involving sustained participation by more than a thousand individuals representing client and supply side organisations of all sizes. Innovations and best practices are regularly being shared through our 10 Regional Cluster Groups. In some clusters Rethinking Construction Centres are now evolving to bring together networks of local organisations and interest groups that are also working in support of the Rethinking Construction agenda.

At a practical level we have provided the tools to support performance measurement, benchmarking and targeted continuous improvement, and focused industry attention on the critical areas of sustainability and Respect for People. We have regularly published the Key Performance Indicator results that have consistently made the business case for applying Rethinking Construction in practice, and organised some of the best supported conferences and events on significant developments such as off-site manufacturing, the housing sector and knowledge management.

We would not be succeeding without the tremendous support and commitment from our sponsoring Departments, the Housing Corporation, the Members of our Boards of Management, working groups and industry supporters, and the efforts of our implementation Team. But most of all our success comes from the work of the people and companies on the Demonstation Projects.

Our Industry is vast and fragmented. We have made excellent progress to embed the lessons of Rethinking Construction but I am acutely aware that there is so much more to do. This brochure explains what we are already doing and most importantly explains how you too can get involved. I urge you all to consider – for good business reasons – the ways in which you can get involved.

Alan Crane

Chair, Rethinking Construction Ltd.

2002 – a milestone

This snapshot of Rethinking Construction in 2002 tells you:

- *What we have achieved,*
- *What we are doing over the next two years, and*
- *How you and your organisation can join the challenge.*

What is Rethinking Construction?

Rethinking Construction was initiated by the report of the Construction Task Force chaired by Sir John Egan in 1998.

The principles are simple:

- *Client leadership,*
- *Integrated teams throughout the delivery chain, and*
- *Respect for people.*

The objectives are to achieve radical improvements in the design, quality, customer satisfaction and sustainability of UK construction and to be able to recruit and retain a skilled workforce at all levels by improving its employment practices and health and safety performance.

The task force proposed seven targets for improvement, which underpin Rethinking Construction:

- *Reduced capital cost*
- *Reduced construction time*
- *Better predictability*
- *Fewer defects*
- *Fewer accidents*
- *Increased productivity*
- *Increased turnover and profit.*

How are we doing it?

Since the publication of the report, the Rethinking Construction agenda has been taken forward through a dynamic partnership between government, clients and industry. This has been given a further boost by the creation in 2001 of the Strategic Forum for Construction that brings together all the key industry representatives in pursuit of improvement.

At the heart of the Rethinking Construction initiative is the Demonstration Projects Programme. This provides the opportunity for leading edge organisations to promote projects that demonstrate innovation and change which can be measured and evaluated. These are either site-based projects or organisational change projects.

To date there are more than 400 of these projects in the programme, which taken together outperform the average of the UK industry against the key indicators.



Association of Consultant Engineers
Autronica
Avebury International
Avillon
Axa Power
AYH Partnership
b
B.E.E.
BAA
BAA/AMEC (The Pavement Team)
Babcock Water Eng.
Babtie Group
Bachy Solentache
BAe Systems
Bailey Partnership
Balfour Beatty Construction
Balfour Beatty Major Projects
Balfour Kilpatrick
Balfour Maunsell
Ballast Wiltshier
Barber, Casanovas and Ruffles
Barclays Bank
Bardon Contracting
Barnes Construction
Barnsley Metropolitan Borough Council
Barrie Tankel Project Management
Bartram's Elec
Barwick Construction
Bathsystem SA
Battle McCarthy
Beacon Housing Association
Beale & Cole
Beaver Housing Society
Beazer Group
Bechtel Morrison JV
Bechtel Water Technology
Bedfordshire Pilgrims Housing Association
Bellway
Benfield Construction
Benard Ede/A. Grant Associates
Bennetts Associates
Benson
Bentalls
Berkeley Festival Waterfront
Bertram Sheppard
Best Practice Club
Bevan Ashford Solicitors
BG Transco
Bickerdiike Allan Partners
Bidwells
Bielski Associates
Billingham Campus
Billington Structures
Bingham Cotterell
Binnie Black and Veatch
Birchdale Glass

Birmingham City Council
 Birse Construction
 Birse Plant Hire
 Bison Concrete Products
 Bison Structures
 BIW Technologies
 Biwater Industries
 Biwater Treatment
 Black Country Housing & Community Services Group
 Blackfriars Investments
 Blackpool Borough Council
 Blackwall Products
 Blair Rains
 Bleak Hill School
 Blyth & Blyth
 BNFL Engineering
 Boothe King Partnership
 Boots The Chemist
 Bovis Lend Lease
 Boxall Sayer
 BP Chemicals
 BP Oil
 Brain Warwicker Partnership
 Braintree District Council
 BRC
 BRE
 Brian Canavan Assoc.
 Bridon International
 Brighton & Hove City Council
 Bristol City Council
 British Aerospace Systems
 British Cement Association
 British Gypsum
 British Nuclear Fuels
 British Waterways
 Britspace
 Britspace Yorkon Joint Venture
 Broadland Housing Association
 Bromford Carinthia Housing Association
 Broomleigh Housing Association
 Bruce Oliver
 Brunswick Millennium
 BSRIA
 BT
 Buckinghamshire County Council
 Bucknall Austin
 BuildEurope Group
 Build on line
 Building Design Partnership
 Building Information Warehouse
 Building Management
 Building Research Establishment
 Building Services
 Bullen Consultants
 Burnley Wilson Fish
 Buro Four Project Services
 Buro Happold

Because of the progress we are making, the Department of Trade and Industry gave the Rethinking Construction initiative continuing financial support for a further two years from April 2002. It is also backed through the direct engagement of hundreds of companies and industry organisations, government departments including the Treasury and the Department of Transport, Local Government and the Regions, as well as the Housing Corporation.

Each day, more and more organisations are getting involved with Rethinking Construction as the impact of our work gathers momentum.

Enlightened clients are seeking to work with people who are committed practitioners of this agenda. At the same time the government is requiring the principles of Rethinking Construction to guide clients' procurement practices in both central and local government.

Our four key strategic objectives

- 1. Proving and selling the business case for change** – Through effective monitoring and evaluation of Demonstration Projects and Organisations, and the collection of KPIs, to deliver clear evidence to the industry that continuous business improvement is achieved by following the principles and targets of Rethinking Construction. To place particular emphasis on clients, integrated supply teams and respect for people issues.
- 2. Engage clients in driving change** – To encourage clients to promote Rethinking Construction through involvement in demonstrations and commitment to the Clients' Charter.
- 3. Involve all aspects of the industry** – To ensure that every sector of the industry is represented by active demonstration of the Rethinking Construction principles.
- 4. Create a self-sustaining framework for change** – To ensure that the industry takes responsibility for developing and maintaining continuous improvement, nationally and regionally.

All this is underpinned by the programme of dissemination, support and advice provided by the Construction Best Practice Programme.

What is left to be done?

The key areas still to be addressed by Rethinking Construction are:

- *Continue to prove the business case through demonstrations, with a growing emphasis on organisation change projects.*
- *Identify gaps in the business case that need to be filled.*
- *Identify gaps in industry involvement, taking the message to SMEs and encouraging their wider engagement.*
- *Build a strong national support network across all the English regions, Northern Ireland, Scotland and Wales.*

How can you get involved?

Would you like to work with us or find out more? We would very much welcome your involvement.

You can do this by:

- *Nominating a Demonstration Project*
- *Becoming a member or sponsor*
- *Joining a working group that would benefit from your expertise*
- *Supporting your local Construction Best Practice Club*
- *Participating in Rethinking Construction events that are run across the UK.*

Because of the varied nature of the industry and its products, there are a number of streams of activity within the Rethinking Construction initiative. These are:

The Movement for Innovation (M⁴I) – which focuses on the general construction industry,

The Housing Forum – which concentrates on the public and private housing sector,

The Local Government Task Force – which is promoting the Rethinking Construction agenda within local authorities as major clients,

The Respect for People Steering Group – which is currently trialling a series of toolkits to help improve recruitment, retention and health and safety, and

The Construction Best Practice Programme – which is the main dissemination arm for Rethinking Construction.

We are also building an extensive support network in the regions, as well as in Wales, Scotland and Northern Ireland.

Contact details for all these groups are shown on page 19.



Bute Housing Association

Byrne Brothers

C. McDonnell

C.H. Construction

CA Blackwell

CA Cornish

Cadarn Housing Group

Cala-Morrison

Caldmore Area Housing Association

Caledonian Water

Callcott Anderson Design Consultants

Camargue

Campbell Reith Hill

Cambridge City Council

Cambridge Van Leyden

Cambridgeshire County Council

Camelot Distribution

Cameron Taylor Bedford

Camtwix Engineering

CAP Aluminium

Cappagh Public Works

Capper Pipe Services

Cardon Gent

CARES

Carillion Building

Carillion Construction

Carillion Housing

Carillion Infrastructure & International

Carlisle City Council

Carr-Gomm Society

Carter Refrigeration

Castle Vale Housing Action Trust

Catalyst

Catchment

Cavill Fabrications

CCR

CEGELEC

Cegelec Projects

Central & Cecil Housing Trust

Centre for Alternative Technology

CES

Chandler KBS

Chapman Taylor Partners Architects

Charlton Triangle Homes

Chartered Institute of Building

Charterhouse

Cheserfield BC

Cheshire County Council

Chesterfield Borough Council

Chesterton International

Chetwood Associates

Chiltern Hundreds Housing Association

Chris Blandford Associates

Christchurch Borough Council

Christchurch Junior School

Christopher Smith Associates

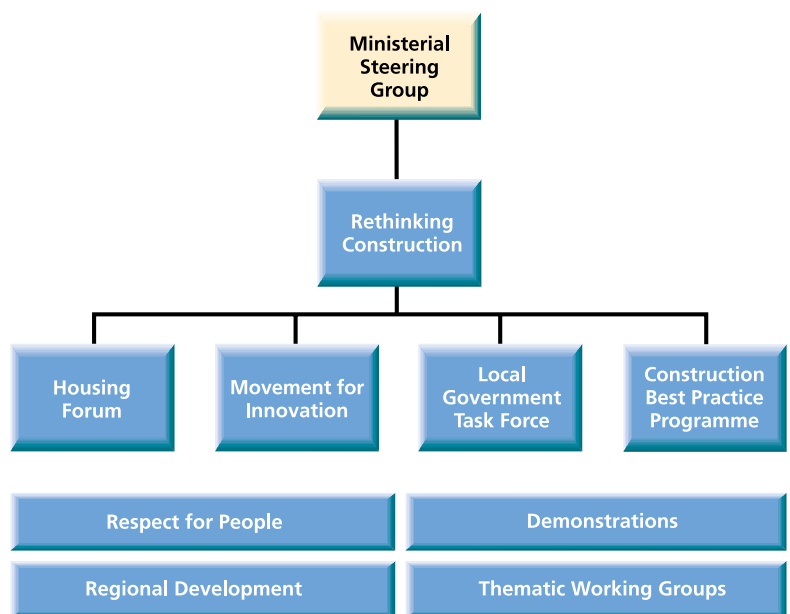
- CIMCO
- Circle 33 Housing Trust
- CIRIA
- CIRUS
- CIT
- CITB
- CITEX
- City and County of Swansea
- City Engineering Services
- City of Bradford Drainage Design Department
- City of Stoke-on-trent
- Civil & Industrial Products
- Cladspec
- Clarke Bond Partnership
- Client Architect
- CMC
- Coastline Windows
- Cochrane McGregor
- Colledge Trundle & Hall
- Collingwood Housing Association
- Collis Heating
- Commercial Management Consultants
- Community Housing Association
- Community Self-Build Scotland
- Cosite Projects
- Concepts Architects
- CONNECT 2020
- Consafe
- Consarc Design Architects
- Conspec Contractors
- CONSTRUCT
- Construction for Business
- Contano
- Cook & Butler partnership
- Coral Construction
- Cornwall County Council
- Corus
- Corus Construction Centre
- Costain
- Costain Civil Engineering
- Countryside in Partnership
- Countryside Strategic Projects
- Coventry City Council
- Crabtree
- Craig White Design
- Crerar & Partners
- Crest Nicholson Properties
- Crossbrook Furniture
- Crown House Engineering
- Cruden Homes (Scotland)
- CSA Consulting Engineers
- CTSG
- Cundall Johnston & Partners
- Currie and Brown
- Curtins Consulting Engineers
- CV Buchan
- CWS Engineering
- Cyril Sweett & Partners

Working together

Following a decision to streamline the Rethinking Construction initiative, so that all the related parts work together under this brand, progress is now being made towards completing this process.

A single company, Rethinking Construction Ltd, acts as the main point of co-ordination and liaison between the various streams. The chairs of the Housing Forum, M⁴I, the Local Government Construction Task Force and the director of the Construction Best Practice Programme serve on the Board. The DTI attend as observers.

The company also acts as the main vehicle for the executive support of the initiative, and receiver of sponsorship, subscriptions and funding. The Construction Best Practice Programme is funded through a separate DTI contract with BRE.



Movement for Innovation www.m4i.org.uk



The Movement for Innovation (M⁴I) takes the lead in promoting Rethinking Construction among the *non-housing* sectors of the UK Construction Industry and related trade and professional organisations. The Board of Management is responsible for the performance and learning outputs from the M⁴I Demonstration Projects, and has led the development of the Key Performance Indicators and the Environmental Performance Indicators. The Movement is partly financed by Supporters and Members as well as the DTI.

M⁴I is developing the regional network for Rethinking Construction, through its Demonstration Projects cluster programme. These clusters are now expanding to embrace the Housing Forum Demonstration Projects.

M⁴I is promoting Rethinking Construction badged events, following the success of its *Off-site Fabrication* conference last year, and a *Knowledge Management* event in April 2002. It is also jointly supporting a series of seminars on *Lean Construction*.

The M⁴I Board members are listed on page 16.

Housing Forum www.thehousingforum.org.uk

The Housing Forum was set up to bring together everyone in the house building chain in a movement for change and innovation in dealing with new construction and renovation of the existing stock. The Housing Forum embraces leading edge suppliers, house builders, social landlords, local authorities, designers, contractors, consultants, housing trade bodies and professional institutions, who are seeking continuous improvement in quality, efficiency, sustainability and value for money.

The Housing Forum set up the National Customer Satisfaction Survey that will become the regular measure of progress for speculative house builders, and established a Benchmarking Club for its members to develop housing sector specific key performance indicators. It has developed Housing Sector Key Performance Indicators for refurbishment, repair and maintenance works, and it has published reports on key themes.

The Forum is partly financed by Core and Open Members, and by the Housing Corporation and the DTI.

Housing Forum Board members are listed on page 17.



Local Government Task Force www.lgtf.org.uk

The LGTF was established in March 2000 to encourage and assist local authorities to adopt the principles of Rethinking Construction. As one of the biggest spending clients in the country on construction, maintenance and repair works, it is vital that councils achieve the improvements and savings that Rethinking Construction can bring. By focusing on the whole-life costs of a project, rather than cheapest initial tender costs, local authorities can ensure that they meet their Best Value obligations, and deliver high quality services to the people they serve. The LGTF publishes advice and guidance to local authority practitioners, designed to maximise their efficiency and effectiveness. By avoiding waste, duplication and dispute, they ensure that they are best serving the needs of their community; giving them more for less.

Working closely with the Movement for Innovation and the Housing Forum, the LGTF focuses attention on their Demonstration Projects, and the very real improvements that these bring to the construction process.

The LGTF has close links with other organisations that represent local authorities, such as the Local Government Association, Improvement and Development Agency (IdeA), Chartered Institute of Public Finance Accountants (CIPFA), and the Department of Transport, Local Government and the Regions (DTLR).

LGTF Board members are listed on page 18.

Respect for People www.rethinkingconstruction.org.uk

Respect for People (RfP) is fundamental to achieving world class performance in construction. It is a crosscutting theme throughout the strands of Rethinking Construction. Following the launch of the report *A Commitment to People "Our Biggest Asset"* by the then Construction Minister Nick Raynsford in November 2000, there has been extensive trialling of a series of toolkits and Key Performance Indicators.



- d**
- D Campbell & Company
 - D H Morris Group
 - D&R Scaffold (London)
 - Dave Dickinson & Associates
 - David Cartwright
 - David Crewe Associates
 - David Stroud Associates
 - David Wilson Homes
 - Davis Langdon Consultancy
 - Davis, Langdon & Everest
 - DCT Civil Engineering
 - Deakin Walton Consulting Engineers
 - Deane & Amos Shopfitting
 - Dearle & Henderson Consulting
 - Defence Estates
 - Delva Patman
 - Dene Mechanical
 - Denis Wilson Partnership
 - Denley King Partnership
 - Denne Group
 - Dennis Lister & Assoc
 - Derwent Housing Association
 - Design Council
 - Design Selectric
 - DesignHaus
 - Deva
 - Devon & Cornwall Housing Association
 - Devon Community Housing Society
 - Devon County Council
 - Devonport Management
 - Diocese of Portsmouth
 - Dixon Contractors
 - Dixon Jones Architects
 - Donal Hayes & Sons
 - Donald Smith, Seymour & Rooley
 - Doncaster Borough Council
 - Dorset County Council
 - Dorset Engineering Consultancy (DEC)
 - Downey & Warren
 - Dr. Amato
 - Dudley Metropolitan Borough Council
 - Dula UK
 - Dundee City Council
 - Dundee Plant Company
 - Durham County Council
 - Durkan
 - DVS
 - DW'r CYMRU/Welsh Water
- e**
- E Poole
 - E Thomas Construction
 - E.C. Harris
 - Ealing Family Housing Association
 - Earth Tech/Farrans (JV)
 - East Dorset Housing Association
 - East Midlands Housing Association
 - East Riding of Yorkshire County Council

East Sussex County Council
 East Thames Housing Group
 ECS
 Eden Housing Association
 Edmond Shipway
 Edmont Joinery
 Education Workshop Services
 Edward Cullinan Architects
 Edward Roscoe Assoc.
 Edwards Project Management
 EH Smith
 EI WHS
 EIC Contract Services
 EIC South West
 Eidetic
 Eildon Housing Association
 EJ Badekabiner
 Elgar Housing Association
 Ellesmere Port & Neston
 Borough Council
 Emcor Drake & Skull
 Engineering Construction Industry
 Association
 Engineering Solutions
 English Architectural Glazing
 English Churches Housing Group
 English Partnerships
 Environmental Services, Oxfordshire
 County Council
 Environment Agency
 Environment Agency Wales
 Envirowise
 EPR Design
 EPS Maintenance
 EPSRC
 Equity Bank
 Essex County Council
 Essex Electrical
 ESU Services
 Europump Services
 Evesham and Pershore Housing
 Association
 Eveson Environmental
 ExCal
 EXOR Corporation
 Express Reinforcements
 Exterior Construction Management
 F B Gilmers
 F W Cook
 F W Marsh Electrical
 Fairclough Homes
 Fairhursts
 Faithful & Gould
 Family Housing Association
 Family Housing Association (Wales)
 Farrans (Construction)
 Faucets



The work now involves over 100 companies across the UK representing every sector of the industry, and covers seven themes:



- Diversity in the workplace,
- On-site working environment,
- Health,
- Safety,
- Working conditions off-site,
- Career development & lifelong learning, and
- Behaviour.

The first ever set of industry Respect for People KPIs have been produced and were launched in May 2002. They are available from the Construction Best Practice Programme.

RfP toolkits are available from Rethinking Construction. Aimed at line management they are unique within the construction environment and can be used to underpin progress towards the Investors in People standard or European Foundation for Quality Management Business Excellence approaches. The revised set – developed in response to the trialling – will be published in the autumn.

The Respect for People Steering Group is listed on page 17.

Construction Best Practice Programme



www.cbpp.org.uk

The Construction Best Practice Programme (CBPP) is an integral part of the Rethinking Construction initiative. A recent survey showed that more than 90% of users acknowledged that the programme has brought financial benefits to their company.

The main drive has been to improve the business management of construction through the delivery of services to the sector and the dissemination of best practice information. The CBPP plays a specific role in continuous business improvement, providing opportunities for individuals, business teams, entire companies and supply teams to engage in best practice. More than this, the CBPP is about raising awareness, gaining commitment and facilitating the sharing of knowledge.

Its 1500 publications include case studies, profiles, guides, and more than 150 director's briefings and information on the learning by doing workshops. Users will benefit from the recent establishment of a team of 40 best practice advisers.

More than 250,000 user sessions recorded on the CBPP Website show that the industry has adopted the Programme as a key method for learning.

CBPP also aims to support companies in the construction sector make better use of information technology. IT Construction Best Practice brings together expertise and guidance on the effective use of IT throughout the construction industry. Companies that register with ITCBP receive guidance material, much of it free of charge, including case studies, guides, reports and other material, as well as updates on events and industry news. www.itcbp.org.uk

The Programme is funded by the DTI.

Contacts for the Construction Best Practice Programme are shown on pages 19 and 20.

Across the UK

The day to day management of the Movement for Innovation and the Housing Forum Demonstration Projects is conducted locally through the Regional Clusters. Regional Co-ordinators (listed on page 19) develop the Regional Clusters and facilitate the demonstrations.

The Clusters reflect the boundaries of the Regional Development Agencies and the devolved Government in Scotland, Northern Ireland and Wales. More precise alignment with the RDA boundaries will be introduced by the end of the year. Each Demonstration Project has been allocated to one of the Regional Clusters – normally based on the construction site location.

How the Clusters work

Each Regional Cluster is managed by its own management group, recruited from the representatives of the Demonstration Projects and other leading local enthusiasts. Senior industry representatives from the Movement for Innovation and the Housing Forum support them.

A Cluster, evolved from the M⁴ startup, is a forum for those committed to Rethinking Construction to meet regularly and to exchange ideas in a non-commercial, cross industry environment. They encourage local debate about the detail of project innovations and best practices. They promote the practical outputs of the Rethinking Construction Programme to a wide spread of regional and local interest groups including clients, suppliers, industry organisations, universities and others. The central Rethinking Construction organisation relies on the Clusters for feedback on regional and local issues and needs.

The Clusters are establishing links with regional business, industry and client organisations that share the Rethinking Construction agenda, or have a vested interest in the value for money and quality of the industry's output. The Clusters are engaging with the Regional Development Agencies, key Local Authorities, regional groups of trade and professional organisations, and local Construction Best Practice Clubs (see page 20).

Towards a National Network

Our strategy includes an integrated, UK wide network of mutually supportive organisations working to maintain the energy and enthusiasm for Rethinking Construction in the long term.

Two meetings of Rethinking Construction organisations in the regions have taken place; the first at Manchester in December last year and the second at Cardiff in March, each with more than 50 delegates taking part. These meetings confirm the tremendous support for a National Network of regional organisations that will facilitate a wider take up of Rethinking Construction, and disseminate its benefits further.

In Northern Ireland and Wales local networking has developed to such an extent that formal Regional Rethinking Construction Centres have been established. These Centres bring together the key local representative interests working in support of Rethinking Construction, under a single management structure. In Northern Ireland the local Board of Management has overall responsibility for the operation of the Regional Cluster. It is hoped that similar structures will emerge in other regions.

Lesley Chalmers is your contact for more information on our National Network. Tel: 0207 256 2100, or Email: Lesley.chalmers@btinternet.com.



Faulkner Brown
fch Housing & Care
Feilden Clegg Architects
Fenwick Elliot
Ferguson McIlveen
Fernwave
FES Water Technology
Fibbens Fox Associates
Fife Belcher Grimsey and Partners
Fillcrete
FISEC
Fitch
Fitzpatrick
Flagship Housing Group
Floorscape Contracts
Flowline Civil Engineering
Flynn Willoughby
FM Modern Design
Focus Housing Group
Foggo Associates
Forge-Llewellyn Co
Fortcrete
Fosseway Housing Association
Foster & Partners
Frank Haslam Milan
Franklin & Andrews
Fulcrum Consulting

G H Marshall
G Rolph & Sons
G&S Roofing
Gaffney, Cline & Associates
Retirement Fund
Gallaher
Galliford
Gallions Housing Association
Galmalco
Gardiner & Theobald
Gary A Powell & Associates
Gateshead MBC
Gavin Jones Landscape
Gazeley Properties
GBM Build
gcp Chartered Architects
Gensler Int.
Geoffrey Osborne
Geoffrey Reid Associates
George & Harding Construction
George Trew Dunn
Gerald Tobias Associates
Getjar
Gibb
Gifford & Partners
Gilbert and Stamper
Glamox Electric
Glamox International
Glass Block Design & Build
GlaxoSmithKline

Gleeds Management Services

Gleeson City Living

Gleeson Homes

Glencroft Civil Engineering
(Manchester)

Gloucestershire County Council

Gloucestershire Housing Association

GMW Partnership

Gold Consulting

Goodson Associates

Gordon Durham & Co

Gordon Harris Partnership

Gosport Borough Council

Graham Mather Associates

Graham Wood

Grangefield School

Grant Westfield

Granta Housing Society

Granville Steel

Green Family Homes

Green Globe 21

Greenwich Healthcare Trust

Grendon Building Services

Grosvenor Housing Association

Grundfos Pumps

GTMS Scotland

Guardian Properties

Gusto Construction



H & H Celcon

H&H Celcon

H&J Martin

Habinteg Housing Association

HACAS Asset

Hackney Building Maintenance

Haden Young

Hadfield Cokwll & Davidson

Halcrow Management Sciences

Halcrow UK

Halcrow Waterman

Halifax

Hall & Kay Fire Engineering

Hammerson UK Properties

Hampshire County Council

Hancock Ward

Hanover Housing Association

Hanson Aggregates

Hanson Concrete Products

Harbour and General Works

Harper Mackay

Hart Builders (Edinburgh)

Hart Housing Association

Hartley & Kovats

Harvest Housing Group

Harvey & Co

Hastoe Housing Association

Hathaway Roofing

Havelock Housing Association

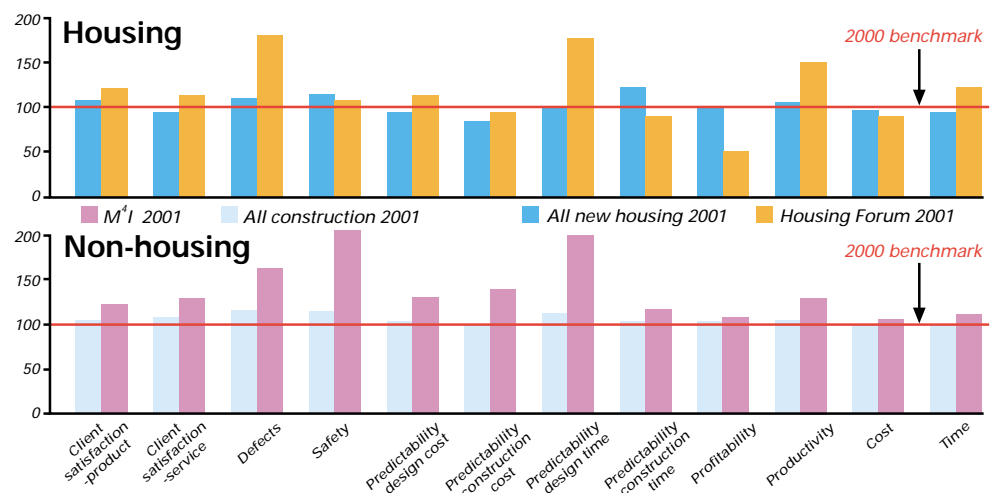
HBG (Netherlands)

Good for business

This year we have measured the performance of 99 M⁴I and 53 Housing Forum Demonstration Projects. Team members collected the data and worked with the projects to ensure consistent interpretation and application of the KPI measures. The graph below compares the Demonstration Projects with relevant industry sectors in 2001.

Housing Forum Demonstration Projects have again out performed the industry averages for most of the KPIs, in their second year of monitoring. The Housing Forum shows particular strength in reduced defects, predictability and productivity.

M⁴I Demonstration Projects have also out performed the industry averages for all the KPIs, in their third year of monitoring. M⁴I is particularly strong in reduced defects, predictability and safety.



The big picture results provide an irrefutable business case for Rethinking Construction

Clients are happier – On average Demonstration Projects are showing an 11% increase of client satisfaction over the industry.

Quality is increasing – An average of 30% more projects are reporting few or no defects.

It's a safer place to work – Demonstration Projects are consistently shown to be safer sites. Current figures show them to be 25% safer than the industry at large.

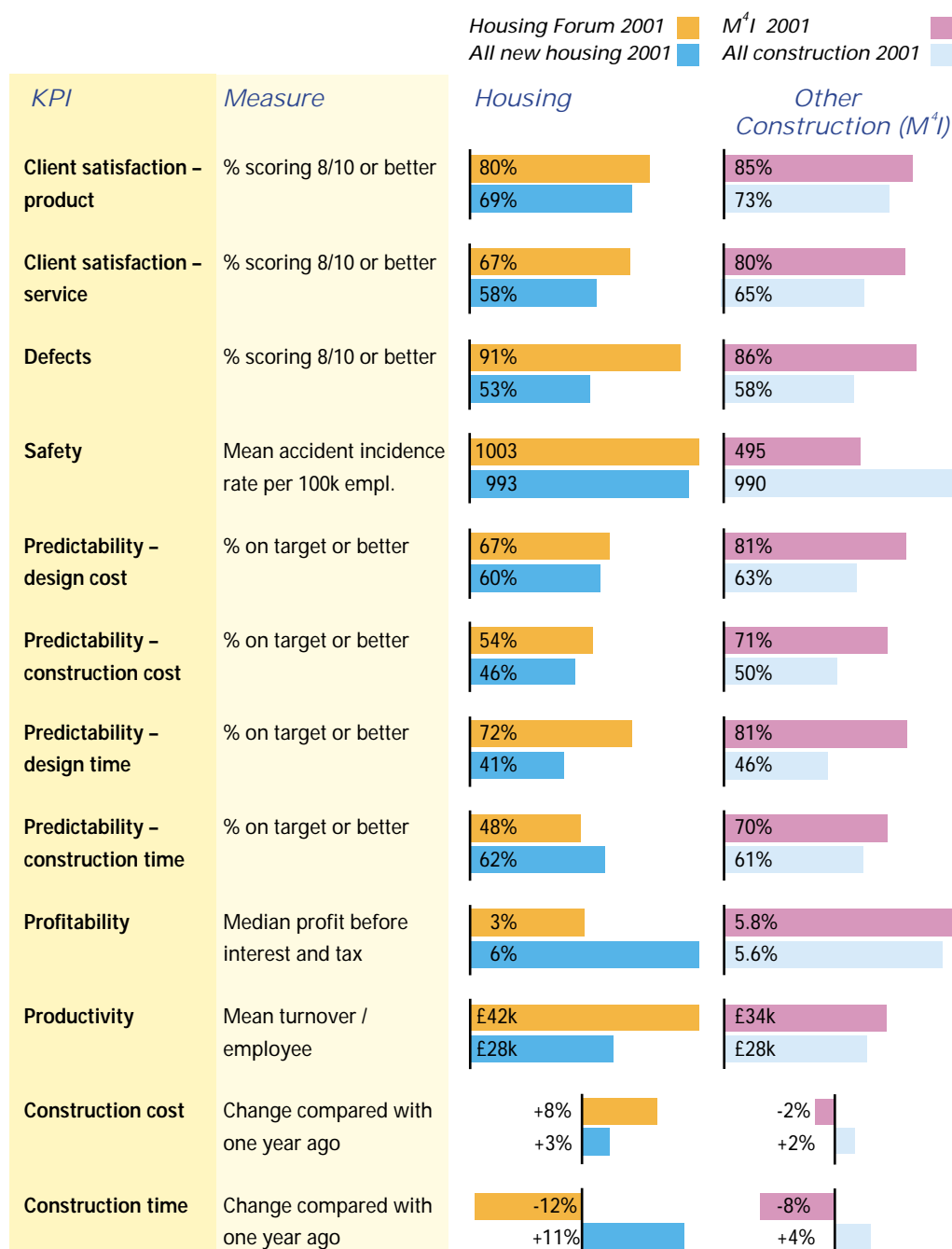
Keeping promises – 15% more Demonstration Projects are finishing on or ahead of programme and budget than in the rest of the industry.

More Productive Workforce – Our Projects are showing that the average value added per employee is £10,000 more than the industry figure.

Quicker Projects – the Demonstration Project process is showing that on average they are completing schemes 10% quicker than 1 year ago.

How have we done it?

The Demonstration Projects are achieving these results by performance measurement and benchmarking, long term partnering, integrating supply chains, sharing risks and rewards, establishing the culture and providing incentives for the elimination of waste in all its forms, and improving working conditions for employees. That's Rethinking Construction!



Notes on KPIs where Housing Forum projects underperformed against industry averages:

Safety – Of the projects reporting on safety, the two reportable accidents (neither serious) had a disproportionate effect on this statistic.

Predictability of construction time and profitability – A number of projects reported difficulty with supply of timber frame components, impacting noticeably on construction time and profitability scores.

Cost – Many housing projects are trialling energy and resource conservation measures and have included the cost of research and development. Some projects are also reporting high initial costs of partnering initiatives.

- HBG Construction Southern
- HBG GA Construction
- Heathrow Airport
- Hemsley Associates
- Hepworth Building Products
- Hertfordshire County Council
- Hewden Crane Hire
- Hexagon Housing Association
- Heywood Williams
- HG Construction
- HGB Construction
- HGB Design
- HGP Architects
- Higgins Group
- Hightown Praetorian Housing Association
- Highway Surfacing
- Highways Agency
- Hiilti (GB)
- Hill Partnerships
- Hills Electrical
- Hinkins & Frewin
- Hoare Lea & Partners
- Hochtief/Griffiths jv
- Holden & Lee
- Home Housing Group
- Honeywell Control Systems
- Horizon Housing Group
- Hotchkiss Ductwork
- Hotels & Catering Intl. Assoc.
- Howdens Joinery
- HQ Executive Offices (UK)
- Hull City Council
- Hurley Palmer Flatt
- Hurley Palmer Partnership
- Hurley Robertson Associates
- Hutter, Jennings & Titchmarsh
- HY Arnold
- Hyde Housing Association
- Hyder Consulting
- Hydrax
- Hy-ten Reinforcement Co
- I & J Munn
- Icon Structures
- Impact Housing Association
- Imperial College of Science, Technology & Medicine
- Industrial Dwellings Society
- Integra (Brighton)
- Interior
- Interserve
- Interstat (UK)
- Institution of Civil Engineers
- IPM
- Irwell Valley Housing Association
- Isherwood & Boyd
- Isis Accord

Isle of Wight Housing Association
Islington County Council
ITT Direct

J
J Sainsbury
J U Bowen (Construction)
Jackson Building

Jackson Civil Engineering
Jackson Coles Partnership

James Burrell Builders Merchants
James Butcher Housing Association

James Killelea & Co
James Scott

Jarvis
Jarvis Construction (UK)

Jeld Wen (UK)
Jestico & Whites

Jewson
JMP Consultants

John Carlisle Partnerships
John Doyle Construction

John Gibbs Partnership
John Grooms Housing Association

John Laing
John Martin Construction

John Mowlem Construction
John Youngs

Jones Environmental (Ireland)
Joywheels

JPS Environmental Services
Jubb & Partners

JWA Architects

K

K&N Welding
Karl Blacton

Kelly Taylor & Associates
Kelsey Housing Association

Kelsey Roofing Industries
Kendall Kingscott Partnership

Kensington Housing Trust
Kent County Constabulary

Kent County Council
Kent Police Authority

Kent Structural and Marine
Kerr Duncan McAllister

Kestner DJM Pollution Control
Kestral Tech Services

Kier Build
Kier Construction

King Alfred's College of Higher Education
Kingsbridge Community College

Kingston Hospital NHS Trust
Kingston upon Hull City Council

Kirk McClure Morton
Knauf UK

Kone Lifts

CLIENT SATISFACTION – PRODUCT

CLIENT SATISFACTION – SERVICE

CONSTRUCTION TIME

The 12 KPIs demonstrated

Bryce Road Phase 2A, Dudley – Housing Forum

The race is on to design houses that demand fewer non-renewable resources. The Green Futures team is monitoring and comparing emerging green technologies and consulting residents to see how realistic it is to adopt the more promising ideas. Finding consultants, contractors and suppliers ready to develop and trial new solutions is half the battle. Making it work within Housing Corporation budgets is the other.

The Black Country Housing and Community Services Group, awarded the 'product' top marks for packaging innovations – such as solar heating, insulation, airtight construction, managed ventilation, and sun tubes – that promote sustainable, modern living. Combined heat and power, ground source heat pumping, water and waste management systems are on trial.



Measured term contracts, Northern Ireland – M⁴I

Construction Service Northern Ireland manages maintenance and minor works for numerous government departments and agencies, under measured term contracts. Measuring the scope of work for payment is relatively straight forward, but measuring customer satisfaction was almost impossible because of the large number of orders and the remoteness from end users. Then they were introduced to Referenceline, another M⁴I Demonstration Project.

Customers are asked to complete a simple score card on the value, quality, service and response. Referenceline analyses the data and prepares a monthly customer satisfaction report on each contract. Customer satisfaction scores are impressive overall and the feedback is a practical tool for working with contractors who need to improve their service.

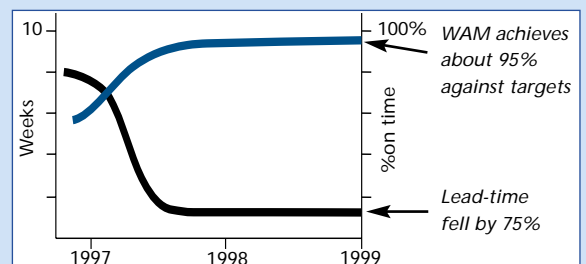
Completely satisfied with work. Original appointment not kept but phoned & explained why i.e. emergency call out - new appt. made & kept - which we thought was ideal.

Waterloo Air Management, Maidstone – M⁴I

In the mid 90s, Waterloo Air Management (WAM) had a serious financial problem. Like so many other construction supply businesses, they were always running hard just to stand still. The Rethinking Construction report convinced the board that partnering provided the answer to the most difficult business question of all – how to become truly customer focused.

A critical step in their transformation was to cut lead-time from typically 6-8 weeks to 1-2 weeks. This has a knock-on effect in the contractor's programme.

Long-term partnering deals with key M&E contractors have led to WAM increasing market share in the core products from 15 to 25% over four years. WAM has broken its loss making habit and left years of red numbers behind.



North Tyneside schools programme – M⁴I

A continuing better value project by North Tyneside Council is proving itself with excellent results and savings, winning The Unexpected Special Award in Vision 100 – BT's selection of the UK's 100 most visionary companies. The challenge, arising from their Asset Management Strategy, is a four-year, £80m programme of renewal and refurbishment of schools.

Abandoning the traditional cost-driven, tender-led formula, they chose three main building contractors on quality criteria alone. These contractors formed a partnership with the council, creating 'a unique pool of experience'. The partners went on to solve the problem of how to get the best value from the supply chain, identifying five substantial work packages with high cost sensitivity – roofing, mechanical services, electrical services, floor finishes and external windows and doors.

By offering long-term work and harnessing the trade contractor's design expertise, North Tyneside is saving up to 50% on sensitive trade packages. They are well on the way to cutting the overall construction cost by 15% during the programme.

William Morris Court, Oxford – Housing Forum

The first steel-framed project by Oxford Citizens Housing Association has produced real programme improvements and reduced defects, while reinforcing the association's successful partnering approach with Oxford City Council and contractor Willmott Dixon. The primary partnership agreement was between Oxford City Council, Oxford Citizens and Willmott Dixon.



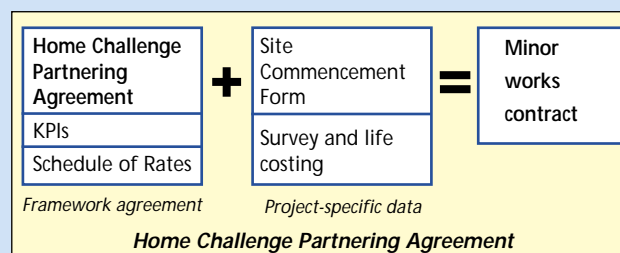
A wider, more informal partnership drew in other key players, including the designers MEPK. Each partner appointed a 'Tzar' to expedite the decision making process and ensure their unified commitment to the project. The results are some excellent KPI scores, including keeping the design cost well within budget, a performance within the top 10% of housing projects.

Home Challenge, South West – Housing Forum

Western Challenge Housing Association's new Home Challenge Partnering Agreement has proved a hit with contractors. Aimed at house refurbishment contracts, the agreement includes measured KPIs, ring-fenced overheads and profit and a shared savings formula not normally found in minor works.

The main criteria are completion to programme and budget. Historical figures showed that although the benchmark projects had cost (on average) about 5% less than budgeted, some 22% went over budget.

The Demonstration Project performed much better. After the first year, Home Challenge was delivering 11% savings and only 4 out of 31 of projects had exceeded budget.



KPMG Management Consulting
KSB
Kwikform UK

LA Associates
L. B. Camden Housing Renewals
Lacey Hickie & Caley
Lafarge Plasterboard
Lafarge Redland Aggregates
Laing Management
Laing Technology Group
Lancashire County Council
Laser Acoustic Ceiling
Leaderflush Shapland
Leeds Federated Housing Association
Leeds Metropolitan University
Leonard Stace QS
Leslie Clark

Lesterose Builders
Lewelyn-Davis
Lichfield District Council
Lifschutz Davidson
Lightfoot Windows
Lincolnshire County Council
Lindman
Link Financial Services
Liverpool City Council
Liverpool Housing Action Trust
Liverpool Housing Trust
Livingston Eyre Associates
Lloyd Morris Electrical
LMK Joint Venture
Logan Fenamec
London & Quadrant Bexley Housing Association
London & Quadrant Housing Trust
London Borough of Barking & Dagenham
London Borough of Barnet

London Borough of Bromley
London Borough of Hackney
London Borough of Lewisham
London Borough of Merton
London Borough of Newham
London Underground
Look Ahead Housing and Care
Lorne Stewart
Loughborough University
Lovell Construction
Lovell Partnerships

Luntri UK
Lytag, Ash Resources

M J Gleeson
MacConvilles
Mace
Mach-Aire



- Maclaren Roughton
- Malling Precast
- Manchester City Council
- Mandix
- Mansell
- Marks and Spencer
- Marley Building Materials (Thermalite)
- Marshall Tufflex
- Marshalls
- Mason Richards Partnership
- Mason Solicitors
- Master Plan Design Ass.
- Matrex Design & Build (Terrapin)
- Maunsell
- May Gurney (Construction)
- Maybourne and Russell
- McAdam Design
- McBains Cooper
- McCann & Partners
- McCann Homes
- McCartney Fire Protection
- McDonald's Restaurants
- McGill Electrical
- Mcleod & Aitken
- McNicholas Construction
- MCS Control Systems
- MDG Design Safety
- Mede Mill Construction
- MEICA Processes
- MEPK Architects
- Meridian Hospital Company
- Metropolitan Housing Association
- Metropolitan Housing Trust
- Michael Bradbrook Consultants
- Michael Dyson Associates
- Michael Edwards & Associates
- Michael Evans and Associates
- Mike Thomas
- Microsoft Research
- Middlesbrough Council
- Midsummer Housing Association
- Millenium Minerals
- Miller Bourne Partnership
- Miller Construction
- Mitchell & Hewitt
- Mite Engineering Services (Plymouth)
- Mitie Engineering
- Mitie McCartney Fire Protection
- MJ Gleeson Group
- MLM Consulting Engineers
- Moat Housing Group
- Modern Design Group
- Modern Engineering
- Modular Wiring Systems Europe
- Montgomery Watson
- Moore's Furniture Group
- Morgan Horne
- Morrison Construction
- Morrison Plant

PREDICTABILITY – DESIGN TIME

Christ Church Court, London – M⁴I

Christ Church Court was the first phase of the redevelopment of Paternoster Square adjacent to St Paul's Cathedral for developer Stanhope. John Doyle Construction was responsible for the complex substructure and associated groundworks, with construction manager Bovis Lend Lease.

There were a lot of small technical innovations, some in consultation with the British Cement Association, but the main reason the project succeeded was the proactive behaviour of the integrated project team.

It was a congested site demanding difficult, bespoke earthwork support and concrete installation. John Doyle Construction modelled the working procedure using a 3D graphics package run with Microsoft Excel. This enabled the project team to understand the process and procedure of the works and to execute them safely and without undue delay. The project's KPIs, including design time, were exemplary.

PREDICTABILITY – CONSTRUCTION TIME

Broomleigh HA Maintenance, Bromley – Housing Forum

Repair and maintenance work has traditionally been done according to an agreed schedule of rates. The system promotes overspending because it encourages contractors to look for extras and discourages them from thinking about economy.

A partnering agreement with Geoffrey Osborne has saved Broomleigh Housing Association 10% of its total maintenance costs and boosted rental revenues. The partners have pushed the construction time predictability up by 10 points to 96%. Giving the contractor control of the work schedule has been a key reason for their success.

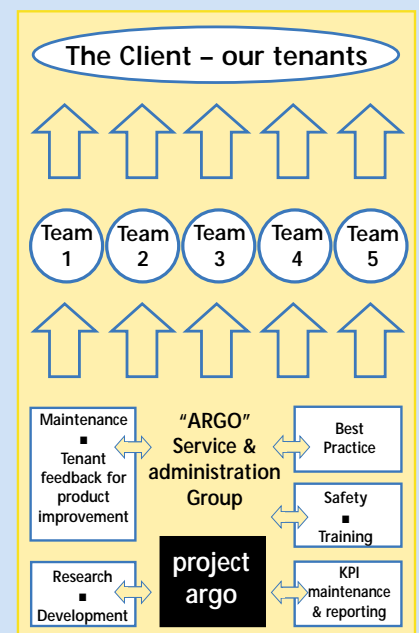


DEFECTS

Argo, Wear and Tees – Housing Forum

Project Argo is one of the early strategic partnerships of its type in the Housing Forum demonstration programme. There were initially six new-build schemes valued at £3m for 72 dwellings when the four-year initiative was launched in mid 1999. The team runs each scheme from initial feasibility, through Housing Corporation finance bidding, design, construction, and commissioning, all with open book accounting.

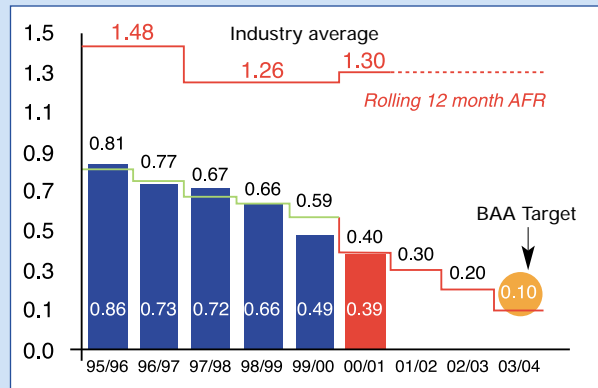
Home Housing Group managers are delighted with the success of their team – contractor Mansell, agent the NAP Partnership and designer P+HS Architects – in virtually eliminating defects. Argo schemes are rated 100% defects free, compared with nearly 60% of Home's non-Argo projects that suffer defects at handover.



One in a million – M⁴

In the public perception, there is probably no more safety aware industry than aviation. Before the Airport Construction Training Alliance (ACTA) existed, the accident frequency rate in BAA construction was half the average for UK construction. Yet it was some seven times worse than the petrochemical industry where there is evidence of an AFR below 0.1 reportable accidents per 100,000 hours (One in a Million). Matching this achievement looked like a mission impossible!

ACTA is a joint initiative between BAA and framework suppliers. The toolkit was developed specifically for airport construction, in consultation with the stakeholders – BAA, suppliers and construction workers. The focus is now on attitude and behaviour changes needed to reach their goal.



Manufacturing: the business case for M&E – M⁴

BAA and MEPC, ever demanding yet enlightened clients, asked Crown House Engineering to do what is considered impossible by many in the construction industry today. They wanted better M&E services, faster and cheaper, over a five-year framework (BAA) and over six projects in Chineham Business Park (MEPC). Crown House delivered, AND they made more money in doing it!

Starting with their own manufacturing centre, sited adjacent to a supplier park, they already had a productivity advantage over more site-based operations. Their tactics include analysing value to reduce waste in the entire supply chain (this is never ending) and synchronising production with installation. Cross-functional teams are drawn from all members of the supply chain.



Great Leighs Bypass, Essex – M⁴

Essex County Council is rising to the challenge of constructing highway schemes in a non-adversarial manner. Scheme finance was conditional upon a tight programme so traditional procurement was not the answer. The Council partnered with Alfred McAlpine under an NEC Option C Target Cost, design and build contract.

The team monitored their success by measuring National and site specific KPIs. The financial incentive was to share cost savings. Value Management reduced construction costs and the lean construction management team looked critically at how waste could be eliminated from the processes. Integrating the team of client, contractor and consultants boosted productivity by cutting duplication of roles.

SAFETY

PROFITABILITY

PRODUCTIVITY

- Morrison/Amec JV
- Mott MacDonald
- Mouchel Consulting
- Mouchel North Yorkshire
- Mounjoy
- Mowlem Midlands/John Mowlem & Co
- MPM Adams
- MPM Capita
- MTech Services

- N G Bailey & Co
- National Housing Federation
- National Westminster Bank
- Natwest Group Property
- Neath Port Talbot County Borough Council
- Needlemans
- Nene Housing Society
- Network Housing Association
- New Downland Housing Association
- Newcastle City Council, City Design
- Newlon Housing Group
- NHBC
- Nicholas Burwell Architect
- Nicholas Hare Architects
- Non Such High School for Girls
- Norfolk County Council
- North London Waste Authority
- North of Scotland Water Authority
- North Tyneside Council
- North West Water
- Northcroft
- Northern Counties Housing Association
- Northern Ireland Housing Executive
- Northumberland County Council
- Norwest Holst
- Notting Hill Housing Trust
- Nottingham City Council
- Nottingham City Building Works

- Oakfern Housing
- Oakfern Housing Association
- Oakwood Groundworks
- Office of Government Commerce
- Oldham Metropolitan Borough Council
- One North East
- Optima Community Association
- Orbit Housing Association
- O'Rourke Civil Engineering
- Oscar Faber
- Oxfordshire CC

- P A Grant (Electrical)
- P. Wilson & Co.
- Panudda Foers

Parchment Housing Group
 Parker Torrington
 Parkman
 Parsons Brinckerhoff
 Pascall & Watson
 Patterson Candy
 Paul Owen Associates
 Peabody Trust
 Pearce Group Architects
 Pell Frischman Water
 Pennine Housing 2000
 Penny Anderson Associates
 Penoyre & Prasad Architects
 Percy Johnson Marshall & Partners
 Percy Thomas Partnership
 Perth & Kinross Council
 Perthshire Housing Association
 Peter Brett Associates
 Peter Richards Group
 PIP Developments
 Philip Pank Partnership
 Phillip Quantril
 Phoenix Interiors
 Pioneer RMC
 PJ Brown Civil Engineering
 PJ Carey Contractors
 Planned Maintenance Engineering
 Pochin Concrete Pumping
 Pole Associates
 Porter Moreland
 Portico Housing Association
 Portsmouth City Council
 Posford Duvivier
 Premier Structures
 Presentation Housing Association
 Preslands Consulting Engineers
 Prestoplan Purpose Built
 Pringle Brandon
 PRP Architects
 PTP Landscapes
 Purac
 Quantum Partners
 R Davis & Company
 R W Gregory & Partners
 R&H Decorators
 Raglan Housing Association
 Railtrack
 Railway Housing Association & Benefit Fund
 Ramrod Welding Products
 Raven Properties
 Ravensbury Primary School
 Raynesway Construction Southern
 RCT Property Consultancy
 Reading Construction Forum

Who's who in Rethinking Construction?



RETHINKING CONSTRUCTION

Alan Crane, chair

Board Members

Tim Byles, chief executive, Norfolk County Council

Andrew Wolstenholme, group construction director, BAA

Prof David Gann, innovation director, SPRU (Sussex UNI)

Brian Moore, director, Construction Best Practice Programme

Hugh Try, deputy chairman, Galliford Try

Bob White, chairman and chief executive, Mace

Observer

Elizabeth Whatmore, head of Construction Sector Unit, DTI

THE MOVEMENT FOR INNOVATION

Bob White, chief executive of Mace, has taken over as chair from Alan Crane

Board Members

Rab Bennetts, director, Bennetts Associates

David Adamson, director, Estate Management, Cambridge University

Ron Edmondson, chairman, Waterloo Air Management

Martin Davis, vice chairman, Emcor Drake & Scull

David Fison, chief executive, Skanska UK

Graham Hillier, director of construction, Corus

Tony Ingle-Finch, director rail, JacobGibb

Sheila Hoile, director of Training Strategy, CITB

Mark Howard, director, Atkins Faithful & Gould

Tim Matthews, chief executive, Highways Agency

Stef Stefanou, chairman, John Doyle

Andrew Wolstenholme, group construction director, BAA

Andrew Wylie, managing director, Taylor Woodrow

Ken Millbanks, vice president, Six Continents

THE HOUSING FORUM

Hugh Try, deputy chair of Galliford Try, has taken over as chair from Sir Michael Pickard

Board Members

Jeffrey Adams, managing director, United House

Robert Ashmead, director general, House Builders Federation

Tom Clay, director of regeneration & new initiatives, Arena Housing Association

Stewart Davenport, managing director, Lovell

Simon Dow, chief executive, Guinness Trust

Chris Durkin, chief operating officer, Willmott Dixon Housing

Prof David Gann, innovation director, SPRU (Sussex Uni)

Barry Munday, chairman, PRP Architects

Mike Stansfield, chief executive, David Wilson Homes

John Sutherland, divisional director central services, Nationwide Building Society

Adam Turk, sales and marketing director, Jeld-Wen

Clive Wilding, managing director Raven Properties, Raven Group

Observers

Clive Clowes, head of Housing Procurement Practice and Development, The Housing Corporation

Brian Moore, director, Construction Best Practice Programme

Elizabeth Whatmore, head of Construction Sector Unit, DTI

Anne Kirkham, Housing Policy, DTLR

RESPECT FOR PEOPLE

Alan Crane, chair

Steering Group

Philip White, head of Operations, Construction Division, Health and Safety Executive

Noel Foley, consultant, Local Government Task Force

Rodger Evans, Construction Sponsorship Division, DTI

Mike McDermott, Construction Sponsorship Division, DTI

Sheila Hoile, director of Training Strategy, CITB

Graham Watts, chief executive, Construction Industry Council

Don Ward, chief executive, Design Build Foundation



Ready Mixed Concrete Bureau
 Redland Housing Association
 Redrow
 Referenceline
 Reid Associates
 Reinforced Concrete Council
 RF Hotels
 Rhondda Cynon Taff County Borough Council
 Rhys Owen Partnership
 RIBA
 Richard Hodgkinson Consultancy
 Richard Keat Assoc.
 Richard K Jackson Partnership
 Richard Less Steel Decking
 Ridgehill Housing Association
 Ringway Highway Services
 Riverside Housing Association
 RKL-ARUP
 RLT Assoc.
 RMC Aggregates UK
 RMC Concrete Products
 RMJM Architects
 Roberts & Partners
 Robertson Group (Construction)
 Robinson & McIlwaine
 Robinson & Sons
 Rodney Housing Association
 Roger Black Partnership
 Roger Bullivant
 Roger Preston and Partners
 Rolfe Judd
 ROM
 Roofdec
 Roscoe Capita
 Rose Project Services
 Rosebery Housing Association
 Rotherham Metropolitan Borough Council
 Roughton London
 Rowan Structures
 Royal & Sun Alliance Insurance Group
 Royce Primary School
 RPA
 Rubicon Associates
 Ruddle Wilkinson
 Rural Stirling Housing Association
 Rybka Smith Battle & Ginsler
 Rydon Group

S

Safeway Stores
 Salvation Army Housing Association
 Sames
 Sarsen Housing Association
 Schal
 Schindler
 Schmidlin UK

Schuco UK
 Scott Brownrigg & Turner
 Scott Wilson Kirkpatrick
 Secron
 Sefton Metropolitan Borough Council
 Selhal Housing
 Serco Property & Design
 Sercon Controls
 Servite Houses
 Severfield Reeve
 Severn Vale Housing Society
 Shaftesbury Housing
 Sheffield Insultaions
 Shepherd
 Shepherd and Wedderburn
 Shepherd Construction
 Shepherds Bush Housing Association
 Sidell Gibson
 Signpost Housing Association
 Silcock Dawson & Ptns
 Simon Vellacott
 Simons Interiors
 Simplex Foundations
 Simpson Associates
 Sivyer (Transport)
 Skanska
 Skanska Cementation Foundations
 Skanska Construction
 Skanska Foundations
 Slough Estates
 SLW Architectural Aluminium
 Smith Smalley Architects
 Smyth Steel
 South London Family Housing Association
 South Manchester University Hospital NHS Trust
 South Shropshire Housing Association
 South Somerset Homes
 South West Water
 South Yorkshire Housing Association
 Southern Education & Library Board
 Southern Electrical Contracts
 Southern Housing Group
 Southern Water
 SP Oldroyd Flooring
 Space New Living
 Speke Gartson Partnership
 Sport England
 Springboard Housing Association
 St George
 St George Central London
 St Helens Metropolitan Borough Council
 St. George South London
 Stafford Borough Council
 Staffordshire County Council
 Staffordshire Housing Association
 Stanhope

The Local Government Task Force

Tim Byles, chair, chief executive of Norfolk County Council

Board Members

Steve Bundred, chief executive, London Borough of Camden

Alan Crane, chair, Rethinking Construction

Deryk Eke, construction director, Office of Government Commerce

Graham Farrant, chief executive, London Borough of Barking and Dagenham

Mike Foy, assistant chief executive (Best Value, Procurement and Asset Management), St Helens MBC

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Keith Hilton, assistant executive director housing and property services, Barnsley MBC

Roy Irwin, chief inspector of housing, Audit Commission

Dr Alastair Jefford, county transport operations manager, Kent County Council

Bob King, city architect and director of special projects, Manchester City Council

Pauline Nee, borough architect and building surveyor, London Borough of Southwark

Martin Pearson, chief executive, Horsham District Council

Ian Perry, chief executive, Harvest Housing Group

Trevor Pugh, director of environmental services, London Borough of Harrow

Sarah Wood, director of finance and performance review, Birmingham City Council

David Young, director of environmental services, Oxfordshire County Council

Terry Rogers, director of community services, Corporation of London

John Thornton, director of e government, IDEa

Geoff Tierney, divisional manager local government capacity and modernisation, DTLR



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Neil Kingham, Economic and Environmental Policy, Local Government Association

Martin Lipson, Public Private Partnership Programme

Brian Moone, director, Construction Best Practice Programme

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Stansted Airport Project Team

Steel Construction Institute

Stent Foundations

Stephenson Construction

Stockport MBC – Property Services

Stockton-on-Tees Borough Council

Stride Treglown

Structerm

Styles and Wood

Suffolk County Council

Suffolk Housing Society

Surplushop International

Surrey County Council

Surrey Heath Housing Association

Swale Borough Council

Swan Housing Association

Swaythling Housing Society

Swift Roofing Contracts

Swish Building Products

Sword Construction

Symonds Group

T Manners & Sons

Tapmagic

Tarmac Precast Concrete

Tarmac Quarry Products

Tarmac Topmix

Tameside Metropolitan Borough Council

Taylor Woodrow Construction

Taylor Young

Tayside Contracts

Technic Installations

Techrete (Ir)

Tees Components

Tees Valley Housing Group

Teesland

Terence Garvey Assoc

Terrapin

Tesco Stores

Thames Valley Housing Association

Thames Water

The Agency

The Austin Company

The Berkeley Group

The BOC Foundation

The Broadway Consultancy

The Cambridge Housing Society

The Chartered Partnership

The Concrete Society

The Guinness Trust

The Kellett & Robinson Partnership

The KUT Partnership

The Landscape Partnership

The Lowry Trust Development Co.

The MG Partnership
 The Moray Council
 The Palmer Partnership
 The Places for People Group
 The Raven Partnership
 The Royal Borough of Kensington
 and Chelsea
 The Royal Opera House
 The Steel Construction Institute
 The Tate
 The Vale Housing Association
 Thomas Sinden Construction
 Thomas Vale Construction
 Three Rivers Housing Group
 Thurrock Council
 Touchstone Housing Association
 Town and Country Housing Group
 Townshend Landscape Architecture
 Toynbee Housing Association
 TPS Special Services
 Tracey Concrete
 Traditional Housing Bureau
 Trafford MBC
 Travel Inn – Whitbread Hotel Company
 Travis Perkins Trading Company
 Tripos Receptor Research
 Trowers & Hamlins
 Try Accord
 Turner & Townsend

U

Ultrastore
 United House
 Universal Steel
 University of Bristol
 University of East London
 University of Glamorgan
 University of Reading
 University of Southampton
 University of Warwick

V

Van Dam UK
 Vardon Health & Fitness
 Vortec

W

W T Hills
 W Maher & Sons
 Wales & West Housing Association
 Wales Tourist Board
 Walker Simpson Architects
 Wallace Whittle & Partners
 Walter Llewellyn & Sons
 Walter Thompson (Contractors)
 Wandle Housing Association
 Warings Contractors
 Warrington Borough Council
 Warwick Manufacturing Group

Construction Best Practice Clubs

CBPP has set up a national network of Construction Best Practice Clubs that meet on a regular basis to improve best practice in construction at a local level. The contacts for these clubs are listed below.

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Cardiff	Paul Ritchings	01179166202	paul.ritchings@wyg.com
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